

# MOTIVATION

a factor to understand

## Employee Retention

### Employee intentional Turnover in the US (pre COVID)<sup>1</sup>

**42 Million**

# of Americans chose to leave a job in 2019



**27%**

of the Total American workforce (2019)

**2 Million**

More intentional turnovers than 2018 (40 million)

**88%**

increase of intentional turnover since 2010

WHY are so many looking to move on?

**13%**

of workers report job satisfaction as largely satisfied



**Job Satisfaction**<sup>2</sup>

**46%**

of workers report being largely dissatisfied with their job

**and...**<sup>3</sup>



**Salary or other Compensation**



**Colleague Interaction**



**Leadership style**



**Opportunities**

### Some Job Satisfaction and Human Motivation Theories to build upon

Herzberg - Motivator-Hygiene (Two Factor) Theory<sup>4</sup>

#### Hygiene factors:

Quality of Supervision  
Compensation  
Company Policies  
Working environment  
Colleague interaction  
Security

#### Motivation factors:

Advancement & Growth  
The Work  
Recognition  
Responsibility  
Achievement

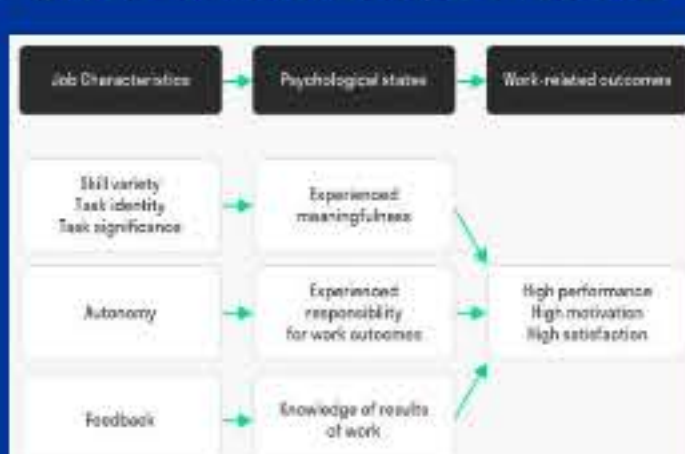
Job satisfaction & dissatisfaction are separate and can be unrelated

Maslow - Hierarchy of Needs Theory<sup>5</sup>



Source: <https://www.simplypsychology.org/maslow.html>

Hackman and Oldham - Job Characteristics Model<sup>6</sup>



## References

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Additional discussion and feedback welcome/encouraged.

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